

Hamelin, Valerie

From: Giolti, Patrizia
Sent: Tuesday, September 3, 2019 1:37 PM
To: Kiran, Shuchi; Siple, Michelyn
Cc: Spees, Pascale; Klein, Elliott; Legault, Emmanuelle
Subject: FW: NOR August Twitter analytics
Attachments: NOR August 2019 FR Twitter Analytics.xlsx; NOR August 2019 EN Twitter Analytics.xlsx

Tweet ID	Tweet pen	Tweet text time	Tweet Tags	Impressio	engageai	engagemei	retweets	replies	likes	user profil url clicks	hashtag id	détail expo	permalink	app opens	app install:	follows	email bwee	dial phone	media view	media eng	promoted	promoted	promoted	promoted	promoted	promoted	promoted	promoted	promoted	promoted	promoted	media engagements
1.17E+18	https://tw	#ConseilIDC 2019-08-3	ASFC Innovation, Conseils de voyage, RNO	95	6	0.063158	2	0	1	2	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
1.17E+18	https://tw	#ConseilIDC 2019-08-3	ASFC Protection, Conseils de voyage, RNO	101	2	0.019802	1	0	1	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
1.17E+18	https://tw	#ConseilSV 2019-08-2	ASFC Innovation, Conseils de voyage, RNO	117	7	0.059829	1	0	1	0	2	3	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
1.17E+18	https://tw	Des agents 2019-08-2	ASFC Protection, RNO, Salsie	115	7	0.06087	1	1	3	0	0	0	1	0	0	0	0	0	0	1	1	-	-	-	-	-	-	-	-	-	-	-
1.17E+18	https://tw	Ce n'est oz 2019-08-2	ASFC Protection, Journée spéciale, RNO	172	6	0.034884	2	0	4	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	#FortFranc 2019-08-2	ASFC Protection, RNO, Salsie	140	5	0.035714	1	0	3	0	0	0	0	0	0	0	0	0	0	1	1	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	Bravo aux 2019-08-1	ASFC Employés, Activités des PDE, RNO	201	6	0.029851	1	0	2	0	0	0	0	0	0	0	0	0	3	3	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	#JeudiRétr 2019-08-1	ASFC Protection, Activités des PDE, RNO	1789	6	0.003354	1	0	2	1	0	0	0	0	0	0	0	0	2	2	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	Encore du 2019-08-1	ASFC Protection, RNO, Salsie	199	1	0.005025	0	0	0	0	1	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	L'NASFC es 2019-08-0	ASFC Employés, Journée spéciale, RNO	236	2	0.008475	1	0	1	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	#JeudiRétr 2019-08-0	ASFC Protection, Activités des PDE, RNO	382	14	0.036649	1	0	6	1	2	0	0	0	0	0	0	0	4	4	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	Les agents 2019-08-0	ASFC Protection, RNO, Salsie	357	5	0.014006	2	0	2	0	0	0	0	0	0	0	0	0	1	1	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	Des agents 2019-08-0	ASFC Protection, RNO, Salsie	464	10	0.021552	2	0	4	0	3	0	0	0	0	0	0	0	1	1	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	#ConseilDt 2019-08-0	ASFC Employés, Conseils de voyage, RNO	271	7	0.02583	1	0	1	0	3	0	1	0	0	0	0	0	1	1	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	#ConseilDt 2019-08-0	ASFC Innovation, Conseils de voyage, RNO	455	4	0.008791	2	0	1	1	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	#ConseilDt 2019-08-0	ASFC Innovation, Conseils de voyage, RNO	265	2	0.007547	1	0	1	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	#ConseilDt 2019-08-0	ASFC Innovation, Conseils de voyage, RNO	439	3	0.006834	2	0	1	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	Les équipe 2019-08-0	ASFC Protection, Chiens détecteurs, RNO	604	20	0.033113	1	1	4	0	2	2	0	0	0	0	0	0	10	10	-	-	-	-	-	-	-	-	-	-	-	-
1.16E+18	https://tw	#ConseilDt 2019-08-0	ASFC Protection, Conseils de voyage, RNO	310	3	0.009677	1	0	1	0	1	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-

Tweet id	Tweet perr	Tweet text time	Tweet Tag	s impression	engagemer	engagemer	retweets	replies	likes	user profile url	clicks	hashtag cli	detail expa	permalink	c app opens	app installs	follows	email twee	dial phone	media view	media eng:	promoted i																						
1.17E+18	https://twi	#TravelTip	2019-08-31	CBSA Innov	393	13	0.033079	2	0	3	2	3	0	2	0	0	0	0	0	0	1	1 -																						
1.17E+18	https://twi	#TravelTip	2019-08-31	CBSA Safeg	503	13	0.025845	4	0	5	2	0	0	0	0	0	0	0	0	2	2 -																							
1.17E+18	https://twi	#TravelTip	2019-08-29	CBSA Innov	421	21	0.049881	2	0	4	2	9	2	1	0	0	0	0	0	1	1 -																							
1.17E+18	https://twi	#CBSA offic	2019-08-27	CBSA Safeg	1423	69	0.048489	3	0	9	5	6	1	5	0	0	0	0	0	40	40 -																							
1.17E+18	https://twi	Not all best	2019-08-26	CBSA Safeg	613	12	0.019576	1	0	6	0	3	0	2	0	0	0	0	0	0	0 -																							
1.16E+18	https://twi	Another tr	2019-08-21	CBSA Safeg	1113	51	0.045822	4	0	12	4	4	3	2	0	0	0	0	0	22	22 -																							
1.16E+18	https://twi	High paw t	2019-08-16	CBSA Empl	2430	189	0.077778	5	0	32	2	13	5	14	0	0	0	0	0	118	118 -																							
1.16E+18	https://twi	#TBT - Post	2019-08-15	CBSA Safeg	1817	68	0.037424	8	0	11	2	10	5	3	0	0	0	0	0	29	29 -																							
1.16E+18	https://twi	More great	2019-08-14	CBSA Safeg	2738	92	0.033601	6	1	30	5	6	0	10	0	0	0	0	0	34	34 -																							
1.16E+18	https://twi	The #CBSA	2019-08-09	CBSA Empl	1821	21	0.011532	3	0	9	0	0	0	2	0	0	0	0	0	7	7 -																							
1.16E+18	https://twi	@BillKings	2019-08-08	Reply	132	1	0.007576	0	1	0	0	0	0	0	0	0	0	0	0	0	0 -																							
<div>@BillKings ton Every person arriving in or departing from Canada is required to answer truthfully any questions asked by the officer in the performan ce of the officer's</div>																																												
																							1.16E+18	https://twi	duties.	2019-08-08	Reply	123	2	0.01626	0	1	0	0	0	0	0	0	0	0	0	0	0 -	
																							1.16E+18	https://twi	@BillKings	2019-08-08	Reply	123	5	0.04065	0	1	0	2	0	0	0	0	0	0	0	0	0 -	
																							1.16E+18	https://twi	#TBT to a #	2019-08-08	CBSA Safeg	2898	154	0.05314	6	1	22	8	26	0	8	0	0	0	0	0	83	83 -
																							1.16E+18	https://twi	#CBSA	2019-08-07	CBSA Safeg	3598	135	0.037521	11	2	17	11	31	0	22	0	0	0	0	0	41	41 -
																							1.16E+18	https://twi	2 travellers	2019-08-06	CBSA Safeg	2410	92	0.038174	7	1	11	2	10	5	10	0	0	0	0	0	46	46 -
																							1.16E+18	https://twi	#TravelTip	2019-08-05	CBSA Empl	2167	54	0.024919	2	0	14	2	3	1	2	0	0	0	0	0	30	30 -
																							1.16E+18	https://twi	#TravelTip	2019-08-04	CBSA Innov	1706	7	0.004103	1	0	1	2	2	1	0	0	0	0	0	0	0	0 -
																							1.16E+18	https://twi	#TravelTip	2019-08-03	CBSA Innov	1657	13	0.007846	5	0	1	1	6	0	0	0	0	0	0	0	0	0 -
																							1.16E+18	https://twi	#TravelTip	2019-08-02	CBSA Innov	1478	4	0.002706	1	0	2	1	0	0	0	0	0	0	0	0	0	0 -
1.16E+18	https://twi	#SaultSteV	2019-08-01	CBSA Safeg	2947	188	0.063794	6	1	30	3	20	4	6	0	0	0	0	0	118	118 -																							
1.16E+18	https://twi	#TravelTip	2019-08-01	CBSA Safeg	1703	23	0.013506	2	0	5	2	0	0	0	0	0	0	0	0	14	14 -																							

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Hamelin, Valerie

From: Dunston, Jacqueline
Sent: Tuesday, September 3, 2019 7:21 AM
To:
Cc: Kiran, Shuchi; ATL-Communications / Communications-ATL (CBSA/ASFC); Malépart, Stéphane
Subject: August 2019 Social Media Analytics - Atlantic Region
Attachments: Atlantic_August_2019_FR_Twitter Analytics.xlsx; Atlantic_August_2019_EN_Twitter Analytics.xlsx

Hello Social Media,

Please see attached for Atlantic's social media analytics for the month of August.

Let me know if you have any questions ☺

Thank you!

Jacqueline Dunston
Communications Officer
Public Affairs and Strategic Communications Division
Canada Border Services Agency / Government of Canada
jacqueline.dunston@cbsa-asfc.gc.ca / Telephone: 902-229-0297
Follow us on Twitter: @CanBorderATL

Jacqueline Dunston
Agente des communications
Division des affaires publiques et des communications stratégiques
Agence des services frontaliers du Canada / Gouvernement du Canada
jacqueline.dunston@cbsa-asfc.gc.ca / Téléphone: 902-229-0297
Suivez-nous sur Twitter : @FrontiereCanATL

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Hamelin, Valerie

From: Malépart, Stéphane
Sent: Monday, November 4, 2019 11:01 AM
To: MAHAFFY, Patrick
Cc: Kiran, Shuchi;
Subject: QC - October 2019 Analytics
Attachments: Québec_Octobre 2019_ENG_Twitter_Analytics.xlsx; Québec_Octobre 2019_FR_Twitter_Analytics.xlsx

Hi,

Here are the October 2019 stats.

Have a great day.

Stéphane Malépart

Directeur régional adjoint des communications - Région de l'Est
Agence des services frontaliers du Canada / Gouvernement du Canada
stephane.malepart@cbsa-asfc.gc.ca / 514-283-8700, ext. 8254 / ATS : 866-335-3237

Regional Assistant Director of Communications - Eastern Region
Canada Border Services Agency / Government of Canada
stephane.malepart@cbsa-asfc.gc.ca / 514-283-8700, ext. 8254 / TTY: 866-335-3237

[illegible]

Hamelin, Valerie

From: Dunston, Jacqueline
Sent: Friday, November 1, 2019 7:19 AM
To: MAHAFFY, Patrick;
Cc: ATL-Communications / Communications-ATL (CBSA/ASFC); Kiran, Shuchi; Malépart, Stéphane
Subject: Atlantic Region Social Media Analytics October 2019
Attachments: Atlantic October 2019 EN Twitter Analytics.xlsx; Atlantic October 2019 FR Twitter Analytics.xlsx

Hello,

Please see attached for Atlantic's social media analytics for October.

Thank you,

Jacqueline Dunston
Communications Officer
Public Affairs and Strategic Communications Division
Canada Border Services Agency / Government of Canada
jacqueline.dunston@cbsa-asfc.gc.ca / Telephone: 902-229-0297
Follow us on Twitter: @CanBorderATL

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Suivez-nous sur Twitter : @FrontiereCanATL

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Hamelin, Valerie

From: Kiran, Shuchi
Sent: Wednesday, November 6, 2019 7:47 AM
To: MAHAFFY, Patrick
Subject: FW: Twitter Analytics October 2019 - Pac/Pra
Attachments: Pacific October 2019 EN Twitter Analytics.xlsx; Prairies October 2019 EN Twitter Analytics.xlsx; Pacific October 2019 FR Twitter Analytics.xlsx; Prairies October 2019 FR Twitter Analytics.xlsx

This went to only to SM generic mailbox

From: Nair, Ajay <Ajay.Nair@cbsa-asfc.gc.ca>
Sent: November 5, 2019 4:13 PM
To: Kiran, Shuchi <Shuchi.Kiran@cbsa-asfc.gc.ca>
Cc:

Subject: Twitter Analytics October 2019 - Pac/Pra

Hi Kiran,

Attached are the Twitter Analytics for Pac and Pra for October 2019.

Thank you,

Ajay Nair

Communications Officer, Western Canada
Canada Border Services Agency / Government of Canada
Ajay.Nair@cbsa-asfc.gc.ca / Tel: 604-666-8883 / TTY: 866-335-3237
We are now on Twitter! Follow us today @CanBorderPAC / @CanBorderPRA

Agent de communications, Ouest canadien
Agence des services frontaliers du Canada / Gouvernement du Canada
Ajay.Nair@cbsa-asfc.gc.ca / Tél. : 604-666-8883 / ATS : 866-335-3237
Nous sommes maintenant sur Twitter! Suivez-nous aujourd'hui @FrontiereCanPAC / @FrontiereCanPRA

[illegible]

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Hamelin, Valerie

From: Kiran, Shuchi
Sent: Thursday, October 24, 2019 2:53 PM
To: Slater, Jacob
Subject: communicating with millennials

https://www.gcpeia.gc.ca/gcwiki/images/0/01/CommunicationwithMillennials_July2019_EN_.pdf

Shuchi Kiran

Communications Advisor | Data Analyst , Strategic Policy Branch
Canada Border Services Agency | Government of Canada
shuchi.kiran@cbsa-asfc.gc.ca | Tel: 613-952-2920

Conseiller en communications | Analyste de données , Direction générale de la politique stratégique
Agence des services frontaliers du Canada | Gouvernement du Canada
shuchi.kiran@cbsa-asfc.gc.ca | Tél: 613-952-2920

Hamelin, Valerie

From: Kiran, Shuchi
Sent: Monday, September 23, 2019 8:41 AM
To: Siple, Michelyn
Subject: FW: Results of 2015-2016 Internal Communications Survey
Attachments: Internal Comms Survey results 2015-16.pdf

Wanted to share this with you.

From: Mauviel, Anna <Anna.Mauviel@cbsa-asfc.gc.ca> **On Behalf Of** Archipow, Nancy
Sent: September 23, 2019 7:23 AM
To: Roby, Jacqueline <Jacqueline.Roby@cbsa-asfc.gc.ca>; Knox, Toni-Marie <Toni-Marie.Knox@cbsa-asfc.gc.ca>; Myers, Joelle <Joelle.Myers@cbsa-asfc.gc.ca>; Bergeron, Marianne <Marianne.Bergeron@cbsa-asfc.gc.ca>; Reimer, Luke <Luke.Reimer@cbsa-asfc.gc.ca>; Dunston, Jacqueline <Jacqueline.Dunston@cbsa-asfc.gc.ca>; Snider, Candice <Candice.Snider@cbsa-asfc.gc.ca>; Vincze, Laura <Laura.Vincze@cbsa-asfc.gc.ca>; Wilkinson, Adam <AdamW.Wilkinson@cbsa-asfc.gc.ca>; Pasha, Bushra <Bushra.Pasha@cbsa-asfc.gc.ca>; Kiran, Shuchi <Shuchi.Kiran@cbsa-asfc.gc.ca>; Kaminska, Colleen <Colleen.Kaminska@cbsa-asfc.gc.ca>; Faubert, Jennifer <Jennifer.Faubert@cbsa-asfc.gc.ca>; Shelton, Joelle <Joelle.Shelton@cbsa-asfc.gc.ca>; Larsen, Jeffrey <Jeffrey.Larsen@cbsa-asfc.gc.ca>; Mailloux, Teri <Teri.Mailloux@cbsa-asfc.gc.ca>; Mostovac Walsh, Emily <Emily.MostovacWalsh@cbsa-asfc.gc.ca>; Baumgarten, Corinne <Corinne.Baumgarten@cbsa-asfc.gc.ca>; Kealey, Chris <Chris.Kealey@cbsa-asfc.gc.ca>; Malépart, Stéphane <Stephane.Malepart@cbsa-asfc.gc.ca>; Lemieux, Steve <Steve.Lemieux@cbsa-asfc.gc.ca>; Dolenko, Kristen <Kristen.Dolenko@cbsa-asfc.gc.ca>; McNeely, Dominique <Dominique.McNeely@cbsa-asfc.gc.ca>
Subject: Results of 2015-2016 Internal Communications Survey

Hello,

See attached.
thanks

Anna Mauviel

Administrative Assistant, Public Affairs and Strategic Communications Division,
Adjointe administrative, Division des affaires publiques et des communications stratégiques
Strategic Policy Branch / Direction générale de la politique stratégique
Canada Border Services Agency / Agence des services frontaliers du Canada
Anna.Mauviel@cbsa-asfc.gc.ca / ****NEW**** :Tel: 613-954-7284



**Canada Border
Services Agency**

**Agence des services
frontaliers du Canada**



Results of the 2015-2016 Internal Communications Survey

June 2016



PROTECTION • SERVICE • INTEGRITY

Canada

Results of the 2015-2016 Internal Communications Survey

Executive summary

Overall, the Canada Border Services Agency has made progress in improving its internal communications program. Satisfaction with internal communications has increased since the 2010 Internal Communications Online Survey. Fifty-one percent of respondents were very satisfied or somewhat satisfied in the 2010 survey compared to 65.7% satisfied or somewhat satisfied in the current survey – an increase of almost 15%. Dissatisfaction has also decreased: 49% of respondents were somewhat dissatisfied or very dissatisfied with internal communications in 2010 compared to 34.3% somewhat dissatisfied or dissatisfied in the current survey.

Generally, the survey indicates that the Agency is doing a good job of supporting respondents' understanding of Agency priorities and the work of others within the Agency, but did highlight that more work is needed to create a sense of belonging to the Agency and encourage the sharing of ideas and opinions.

The National Atlas Home Page, regional Atlas sections, and the *CBSA Insider* are the most used internal communications tools in the Agency according to respondents to the survey. Over half of respondents found the new Atlas design useful and visually appealing, although respondents felt that the information on Atlas needs to be kept up to date and the search engine improved.

Most respondents prefer to receive internal communications via email, face to face and Atlas, and prefer to share their feedback by email or in person via local division, and unit or branch meetings. Their focus is generally on information and tools needed to do their jobs. The top three tools on Atlas that respondents found most useful were forms and templates, guides and manuals, and compensation and benefits, and the top items they would like to see more of were career and employment related information, enforcement actions and trends and branch-specific initiatives.

In addition to their responses to the survey question themselves, respondents provided comments and suggestions that will help guide the CBSA's internal communications in the future. Common themes included increased face to face communications between managers at all levels and their employees; the importance of keeping information current, and targeting content to specific audience needs.

The results of the survey will be used to update internal communications strategies going forward. Based on the results of the survey, areas of focus will include strategies to enhance Atlas functionality, make information easier to find and keep it current; to leverage and streamline the use of email through tools such as the *CBSA Insider* while reducing the number of all staff emails; and to foster communications between managers and employees.

there have been improvements

grass roots
*
See notes from connecting teams w/ spokes & managers
2

Notes to help readers understand the findings

Throughout the report, readers will see the notation "n=" used. This notation is used to represent the number of respondents. For example, "n=2,729" would represent the overall number of respondents to the survey. This annotation is also used to represent the number of responses.

Note that for some questions the number of responses listed will be more or less than the number of respondents to the survey. This is because respondents to the survey were able to make multiple selections or were able to skip questions based on their answers.

Several questions in the survey first asked respondents to select preferences from a list of items. Respondents were then asked to rank their selections or suggestions. The results of the ranking questions are not used in the analysis below. In all cases, the rankings reflected the most popular selections of respondents and did not provide any further insights. The results of the rankings have been provided in Appendix B, however, for those readers who are interested.

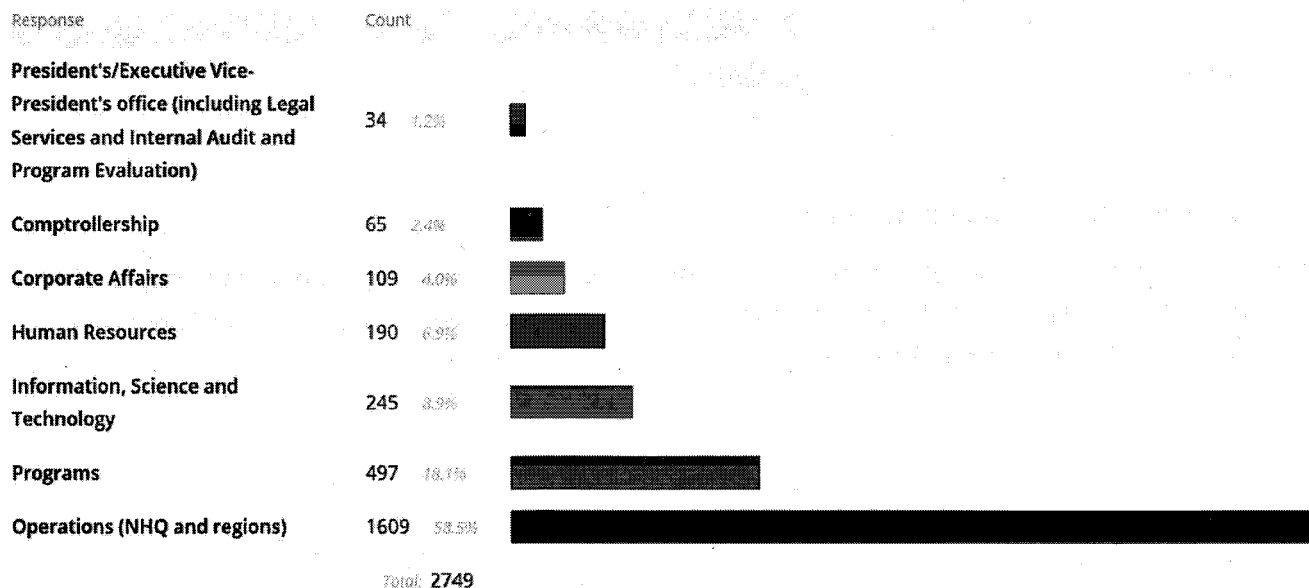
Demographics

The survey asked a series of questions to help the Agency understand factors that may have affected how employees responded to questions about internal communications tools and tactics. Questions ranged from employee location, branch, and time spent on internal communications products.

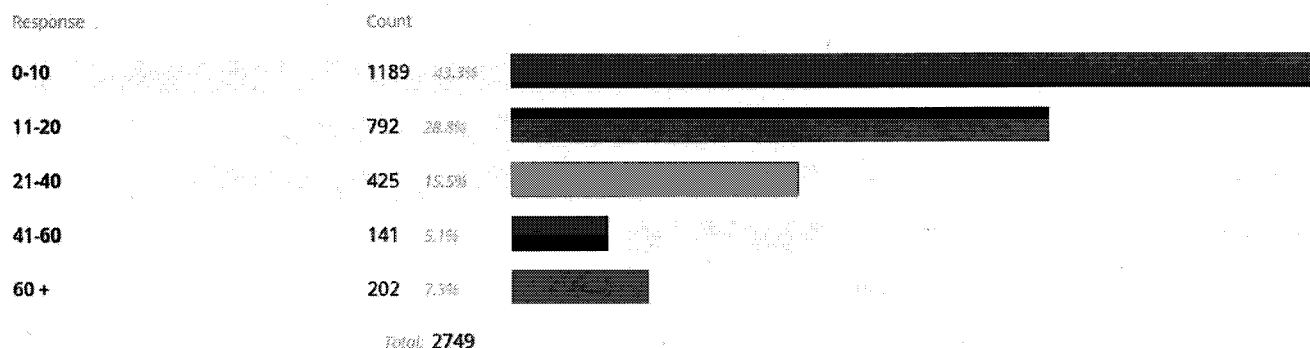
The largest number of respondents came from the Operations Branch at 58.5% (n=1,609). The Programs Branch resulted in the next highest number of responses at 18.1% (n=497).

Location of respondents

In what branch do you work?



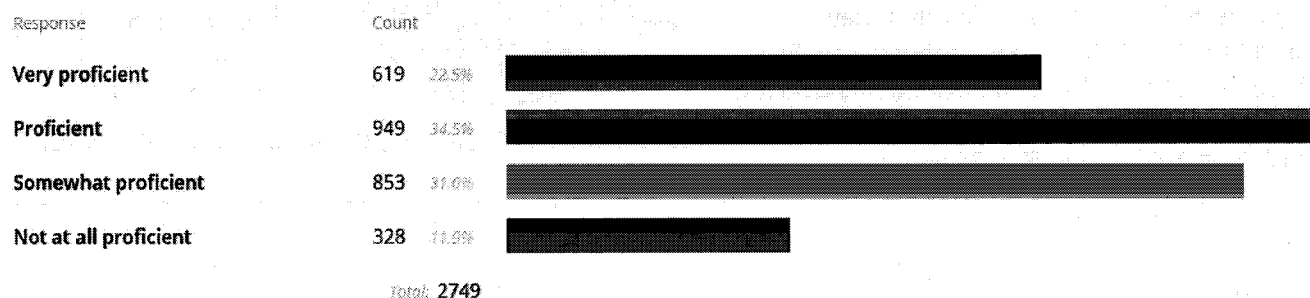
Typically, approximately how many minutes do you spend viewing internal communications products each work day?



Proficiency with innovative communications tools

Most respondents (57%, n=1,568) to the survey rate themselves as either very proficient (22.5%, n=619) or proficient (34.5%, n=949) when asked to rate their proficiency with innovative communications tools such as Facebook, Twitter, LinkedIn, video and wikis. Fewer respondents (11.9%, n=328) rated themselves as not at all proficient.

Please rate your proficiency with innovative communications tools.



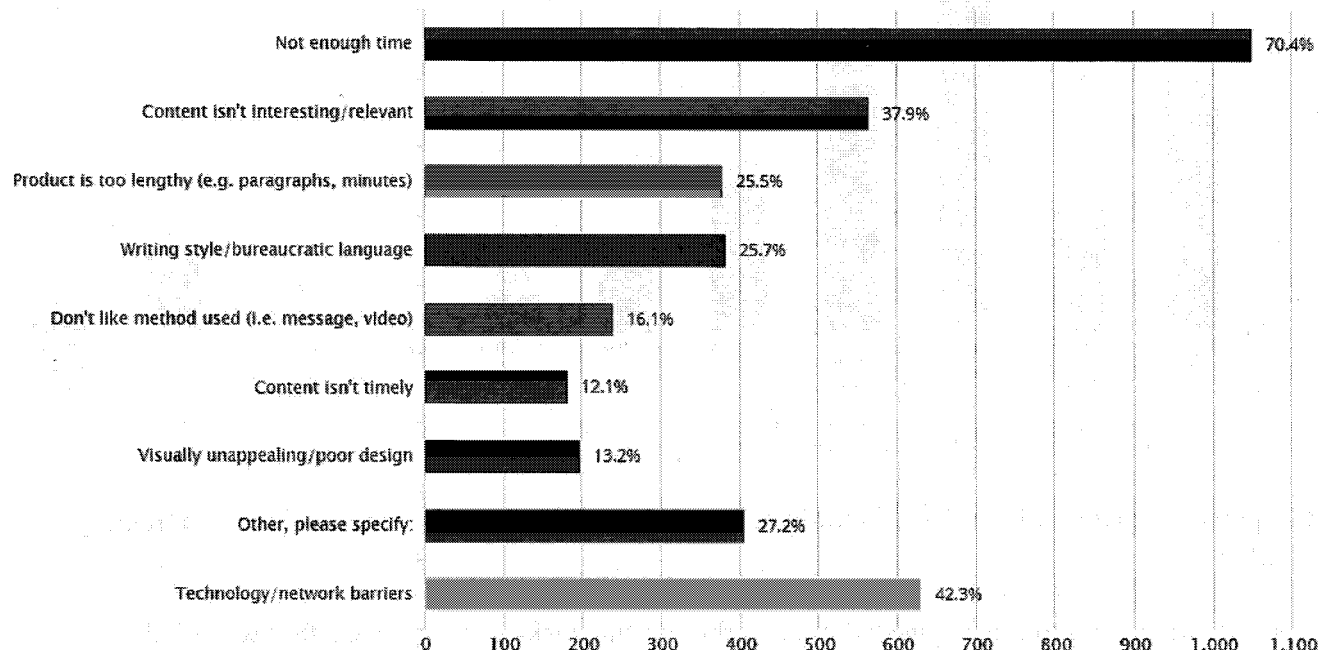
Preferences and opinions about internal communications at the CBSA

Amount of internal communications information received

When looking at all responses across the Agency (n=2,749), the larger number of respondents (37.2%, n=1,023) indicated that they received just enough internal information, with too little coming next at 29.4% (n=807) and too much at 24.6% (n=676).

selected by respondents most often were not enough time (70.4%, n=1,051); technology/network barriers (42.3%, n=631)¹; and content isn't interesting or relevant (37.9%, n=566).

What factors prevent or discourage you from reading/watching internal communications products?



Of the 27% of respondents who selected *Other* (n=406), many took the opportunity to provide comments on their choices, specifically on the theme of lack of time and technology barriers. Other common themes included the following:

- **Workplace setting barriers:** respondents indicated that open workspaces and proximity to the public are not conducive to products such as video, where the audio will disturb colleagues or the public.
- **Perceptions of not being productive:** respondents felt that reading or watching internal communications products is perceived as being unproductive and is discouraged by management.

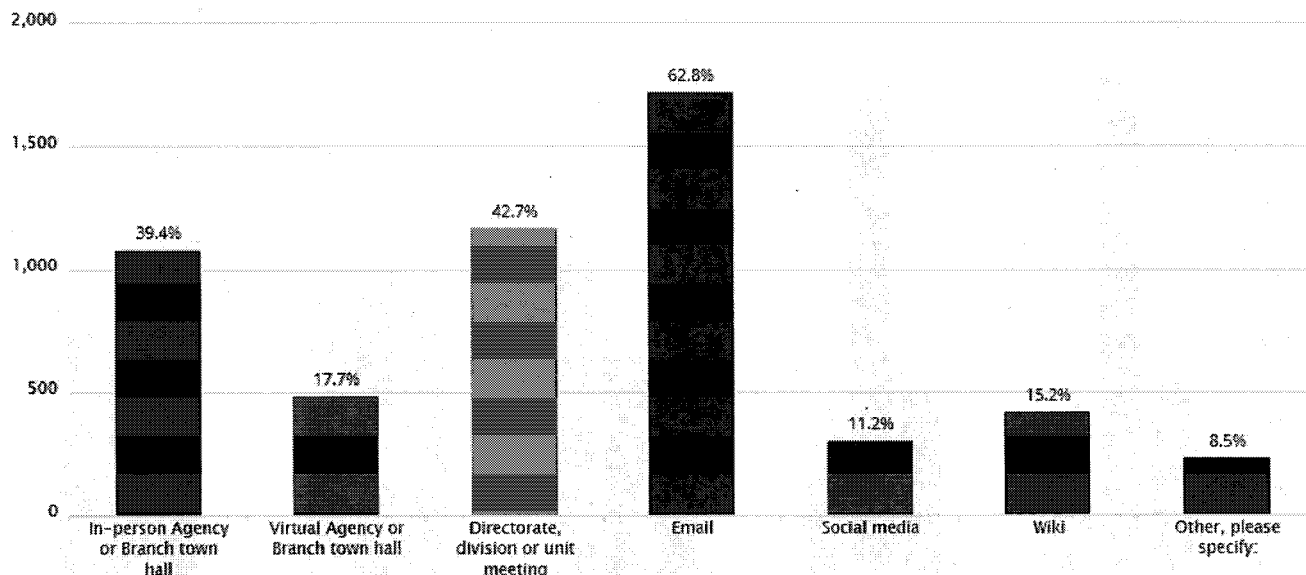
Ranking information for this question is available in Appendix C.

Preferences for receiving internal communications information

Respondents were presented with a list of 11 internal communications tools and tactics (including an *Other* option) and requested to select up to a maximum of five choices. The tool selected the most often by respondents was email (72.8%, n=2,000) with face-to-face second (53.9%, n=1,481) and Atlas third (52.5%, n=1,443).

¹ Technology/network barriers include limited computer access/functionality and limited network access/slow connection.

How would you prefer to share your feedback with the organization?



Some respondents (8.5%, n=233) indicated that they had other suggestions. The common theme was some form of anonymous tool:

- **Anonymous feedback:** respondents suggested an anonymous tool such as a suggestion box or forum on Atlas.
- **Surveying:** respondents suggested surveys similar to the internal communications survey to share their feedback and views.

Ranking information for this question is available in Appendix C.

Impact of internal communications on employee knowledge and perceptions

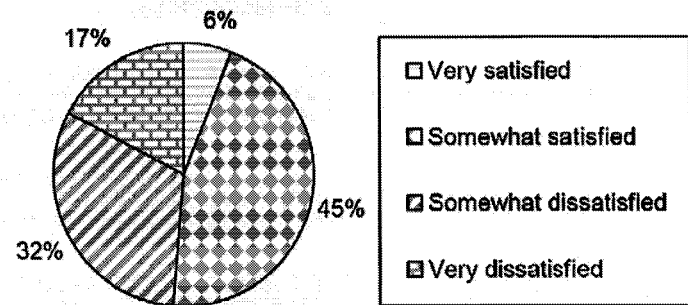
Respondents were asked to indicate to how strongly they agreed or disagreed with a series of statements about internal communications. This question was designed to determine respondent perceptions of how internal communications supports their understanding of Agency priorities and the work of others; encourages them to share their ideas and opinions; creates a sense of belonging; and positively affects morale.

Generally, respondents agree or somewhat agree that internal communications supports their understanding of Agency priorities (62.5%, n=1,719) and the work of others within the Agency (59.5%, n=1,636). Respondents were less sure when asked whether internal communications creates a sense of belonging to the Agency: 38.7% (n=1,065) agreed or somewhat agreed, while 30.4% (n=837) somewhat disagreed or disagreed. Respondents answered more negatively when asked whether internal communications encourages them to share their ideas and opinions (39.5% somewhat disagree/disagree, n=1,087) and positively affects their morale (31.1% somewhat disagree/disagree, n=856).

Overall satisfaction with internal communications: comparison with the 2010 Internal Communications Online Employee Survey

Overall satisfaction with internal communications has increased since the 2010 survey. Fifty-one percent (51%) of respondents were very satisfied or somewhat satisfied in the 2010 survey compared to 65.7% satisfied or somewhat satisfied in the current survey. Dissatisfaction has also decreased: 49% of respondents were somewhat dissatisfied or very dissatisfied with internal communications in 2010 compared to 34.3% somewhat dissatisfied/dissatisfied in the current survey.

How would you rate your overall satisfaction with internal communications at the CBSA?



Results from the 2010 Internal Communications Online Survey.

Usage of internal communications tools

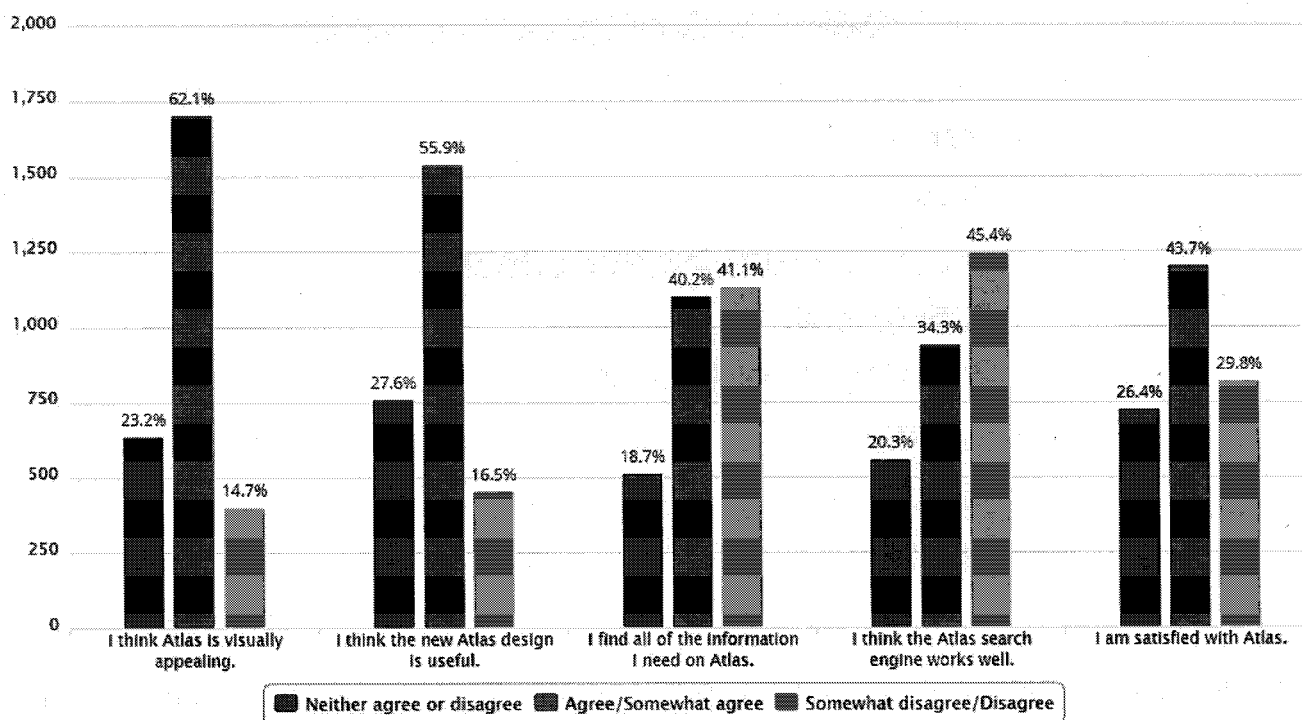
General usage

Respondents were asked to indicate how often they used the CBSA's internal communications tools to obtain corporate internal information by selecting *Often*, *Sometimes*, *Rarely* or *Never*. The top three tools respondents indicated they used frequently were the National Atlas home page (51.1% often / 32.6% sometimes), branch and regional Atlas sections (22.2% often / 39.3% sometimes) and the CBSA Insider (21.5% often / 37.4% sometimes).

all the information they needed on Atlas: 41.1% of respondents (n=1,130) somewhat disagreed or disagreed that they found the information they needed on Atlas, while 40.2% of respondents (n=1,105) agreed or somewhat agreed. Respondents also expressed disagreement about whether they felt that the Atlas search engine worked well: 45.4% of respondents (n=1,247) somewhat disagreed or disagreed that the Atlas search engine worked well, while 34.3% (n=943) agreed or somewhat agreed that it worked well.

When asked to rate their overall satisfaction with Atlas, most respondents (43.7%, n=1,202) agreed or somewhat agreed that they were satisfied with Atlas, while 29.8% of respondents (n=820) somewhat disagreed or disagreed that they were satisfied with Atlas.

Indicate how strongly you agree or disagree with the following statements.

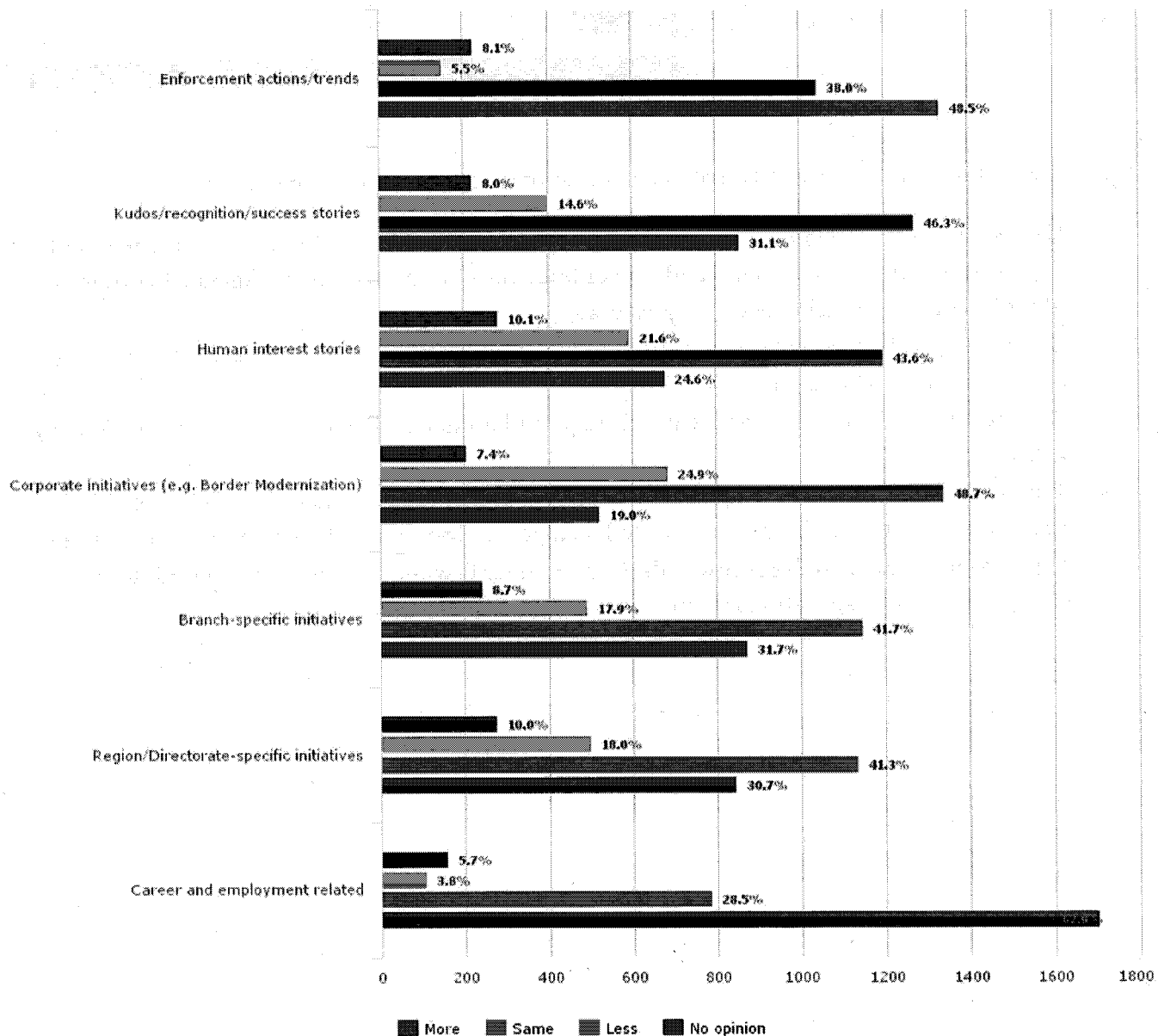


Opinions about the most useful tools on Atlas

Respondents were presented with a list of tools (including an *Other* option) on Atlas and asked to select the ones they found most useful up to a maximum of seven. The top three tools selected by respondents were forms and templates (70.6%, n=1,941), guides and manuals (55.3%, n=1,520), and compensation and benefits (49.7%, n=1,367).

The top three subjects chosen most often by respondents as areas they would like to see more of were career and employment related information (62.0%, n=1,704), enforcement actions and trends (48.5%, n=1,332) and branch-specific initiatives (31.7%, n=843).

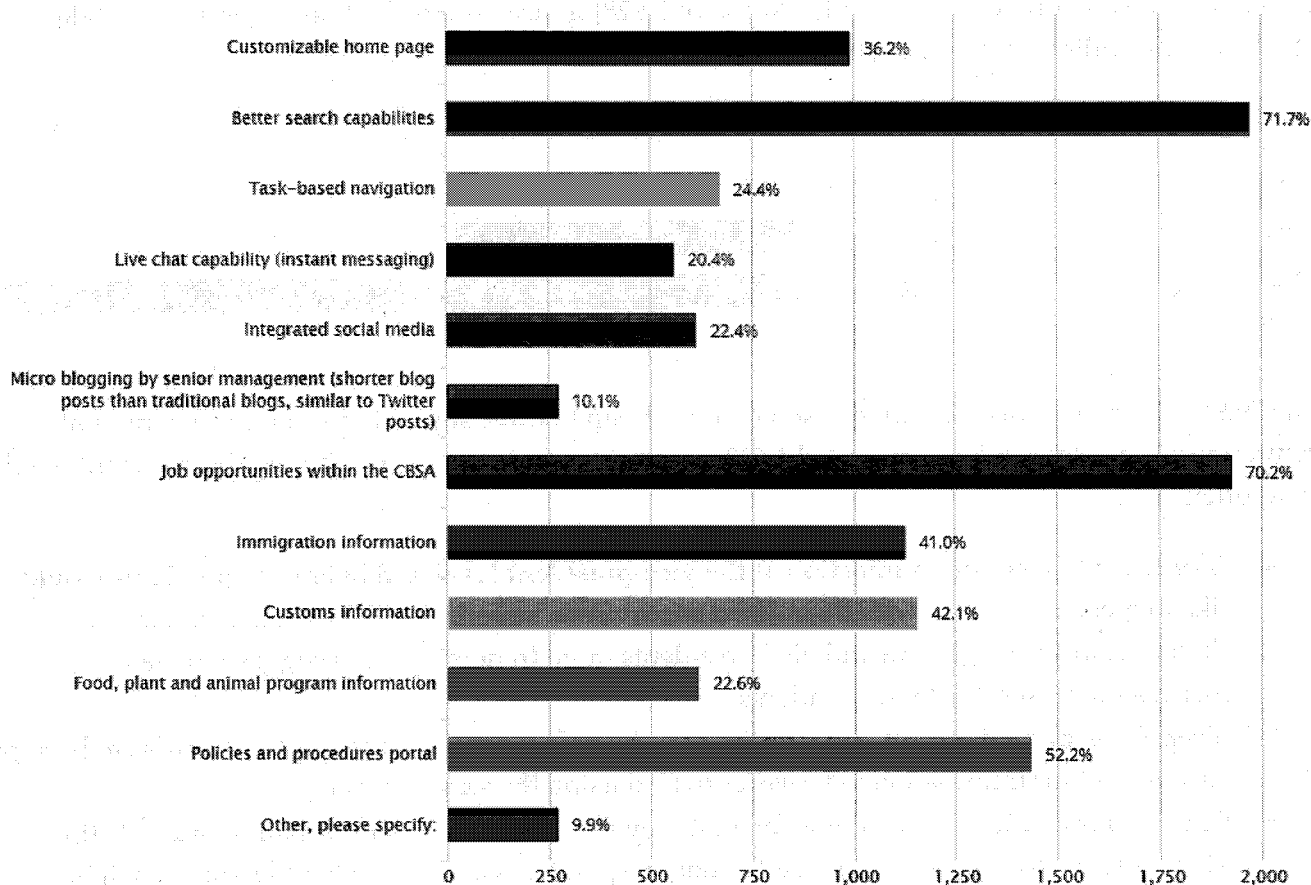
What information, resources or features could be added to Atlas to make it more useful? Please choose up to seven (7) responses.



Opinions about making Atlas more useful

Respondents were presented with a list of resources or features (including an *Other* option) that could be added to Atlas to make it more useful and asked to pick up to a maximum of seven items. The top three items selected by respondents most often were better search capability (71.7%, n=1,972), information on job opportunities within the CBSA (70.2%, n=1,929), and a policies and procedures portal (52.2%, n=1,434).

What information, resources or features could be added to Atlas to make it more useful?



Of the 9.9% (n=271) respondents who indicated *Other*, common themes included:

- **Keep information up to date:** respondents indicated that outdated information on Atlas should be updated and kept current.
- **Employee directories and organization charts:** similar to their general suggestion for what respondents would like to see more of in relation to internal communications, respondents indicated that a robust employee directory and/or detailed organizational charts with contact information should be added to Atlas.

Appendix A: 2015-2016 survey questions

Overall, how much internal information do you feel you receive?

- ☐ Just enough
- ☐ Too much
- ☐ Too little
- ☐ I don't know

Please rate your proficiency with innovative communications tools.

Examples of innovative communications tools include, but are not limited to: Facebook, Twitter, LinkedIn, video, Wikis.

- ☐ Very proficient
- ☐ Proficient
- ☐ Somewhat proficient
- ☐ Not at all proficient

Typically, approximately how many minutes do you spend viewing internal communications products each work day?

- ☐ 0-10
- ☐ 11-20
- ☐ 21-40
- ☐ 41-60
- ☐ 60 +

How often do you use the following internal communications products to obtain corporate internal information?

	Often	Sometimes	Rarely	Never/Not aware of product
National Atlas homepage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Branch/regional Atlas sections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CBSA Insider	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
President's messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vice-Presidents' messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional/Directors General messages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
President's pics and vids	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meet the Team (video series)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CBSA Today (video series)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Branch/regional newsletters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CBSA Wiki	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rank the factors you have identified, with one (1) being the most discouraging.

Note that you may be ranking fewer than five factors based on your previous response.

Limited computer access/functionality (e.g. no audio)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5
Limited network access/slow connection	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5
Not enough time	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5
Content isn't interesting/relevant	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5
Product is too lengthy (e.g. paragraphs, minutes)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5
Writing style/bureaucratic language	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5
Don't like method used (i.e. message, video)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5
Content isn't timely	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5
Visually unappealing/poor design	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5
Other, please specify:	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5

Atlas

Indicate how strongly you agree or disagree with the following statements.

	Agree	Somewhat agree	Neither agree or disagree	Somewhat disagree	Disagree
I think Atlas is visually appealing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think the new Atlas design is useful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find all of the information I need on Atlas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think the Atlas search engine works well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with Atlas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rank the responses you have identified, with one (1) being the most useful.
Note that you may be ranking fewer than seven responses based on your previous response.

CBSA News	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Compensation and benefits	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Corporate documents	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Duty to accommodate	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Employee assistance	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Employee directories	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Forms and templates	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Guides and manuals	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Initiatives and/or programs	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
NewsRoom (Government of Canada)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Occupational health and safety	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Policies and procedures	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Publications	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Toolkits	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Photo galleries	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Videos	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7
Other, please specify:	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3 4 5 6 7

Internal Communications: Preferences and recommendations

What type of information would you like to see more of, the same of, or less of?

	More	Same	Less	No opinion
Enforcement actions/trends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kudos/recognition/success stories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human interest stories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate initiatives (e.g. Border Modernization)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Branch-specific initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Region/Directorate-specific initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career and employment related	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are there any other types of information you would like to see more of?

- ☐ Yes
☐ No

Please identify what types of information you would like to see more of.

Suggestion 1

Suggestion 2

Suggestion 3

Suggestion 4

How would you prefer to receive internal information?

Please choose up to five (5) methods.

- ☐ Face-to-face
☐ Virtual meetings (e.g. WebEx, teleconferences)
☐ Email
☐ Atlas (including messages from senior management)
☐ Newsletters
☐ Video
☐ Facebook
☐ Twitter
☐ YouTube
☐ Wiki
☐ Other, please specify... _____

Rank the methods you have identified, with one (1) being the most preferred.
 Note that you may be ranking fewer than three methods based on your previous response.

In-person Agency or Branch town hall	<input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3
Virtual Agency or Branch town hall	<input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3
Directorate, division or unit meeting	<input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3
Email	<input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3
Social media	<input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3
Wiki	<input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3
Other, please specify:	<input type="radio"/> <input type="radio"/> <input type="radio"/>
	1 2 3

How would you rate your overall satisfaction with internal communications?

- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Dissatisfied

Do you have any suggestions for improving internal communications at the CBSA?

- ☐ Yes
- ☐ No

What can the CBSA do to improve internal communications?

Please list up to three (3) suggestions.

Suggestion 1	<input type="text"/>
Suggestion 2	<input type="text"/>
Suggestion 3	<input type="text"/>

Appendix B: Comparison of responses to the CBSA population

The chart below outlines the degree to which responses to the survey are reflective of the CBSA population, broken down by branch. The chart compares a branch's segment of the CBSA population² expressed as a percent to the percent of responses coming from that branch. Generally speaking, most branches were well represented, with two outliers: the Operations Branch and the Programs Branch. The Operations Branch was under-presented by approximately 14%, while the Programs Branch was over-represented by approximately 11%.

Branch	Active employees as of February 2016	Percentage of CBSA employees ³	Number of survey respondents	Percentage of total respondents	Variance
Operations	10,480	73.6%	1,609	58.5%	-15.1%
Corporate Affairs	330	2.3%	109	4%	+1.7%
ISTB	1,167	8.1%	245	8.9%	+0.8%
Comptrollership	404	2.8%	65	2.4%	-0.4%
Programs	973	6.8%	497	18.1%	+11.3%
Office of the PO Legal Services IAPE	65	0.4%	34	1.2%	+0.8%
Human Resources	815	5.7%	190	6.9%	+1.2%

² Note that this chart uses the number of employees that were considered active at a period close to the time of the launch of the survey (February 2016). Employees who were on various forms of leave were not included in the calculations.

³ Total number of active employees as of February 3 was 14,236.

How would you prefer to receive internal information? Rank the methods you have identified, with one (1) being the most preferred.

Rank the methods you have identified, with one (1) being the most preferred.

Variable	1	2	3	4	5	
Face-to-face	906 34.5%	248 11.4%	136 8.6%	73 7.7%	58 10.6%	Total: 1421
Virtual meetings (e.g. WebEx, teleconferences)	87 3.3%	269 12.3%	164 10.4%	107 11.2%	66 12.1%	Total: 693
Email	981 37.4%	574 26.3%	219 13.9%	94 9.9%	54 9.9%	Total: 1922
Atlas (including messages from senior management)	305 11.6%	460 21.1%	377 23.9%	194 20.4%	62 11.4%	Total: 1398
Newsletters	92 3.5%	259 11.9%	257 16.3%	149 15.6%	82 15.0%	Total: 839
Video	64 2.4%	110 5.0%	129 8.2%	89 9.3%	53 9.7%	Total: 445
Facebook	40 1.5%	66 3.0%	51 3.2%	46 4.8%	33 6.0%	Total: 236
Twitter	17 0.6%	29 1.3%	32 2.0%	35 3.7%	16 2.9%	Total: 129
YouTube	17 0.6%	36 1.7%	53 3.4%	39 4.1%	34 6.2%	Total: 179
Wiki	50 1.9%	103 4.7%	151 9.6%	120 12.6%	81 14.8%	Total: 505
Other, please specify...	65 2.5%	26 1.2%	10 0.6%	7 0.7%	7 1.3%	Total: 115

What do you find most useful on Atlas? Rank the responses you have identified with one (1) being the most useful.

Rank the responses you have identified, with one (1) being the most useful.

Variable	1	2	3	4	5	6	7	
CBSA News	317 12.8%	176 7.9%	193 9.4%	176 10.8%	121 10.2%	85 10.4%	90 15.4%	Total: 1158
Compensation and benefits	418 16.9%	228 10.2%	198 9.7%	131 3.1%	134 11.3%	76 9.3%	43 7.4%	Total: 1228
Corporate documents	67 2.7%	73 3.3%	86 4.2%	93 5.7%	87 7.3%	52 6.4%	46 7.9%	Total: 504
Duty to accommodate	9 0.4%	18 0.8%	9 0.4%	16 1.0%	9 0.8%	20 2.5%	12 2.1%	Total: 93
Employee assistance	43 1.7%	67 3.0%	77 3.8%	61 3.8%	55 4.6%	42 5.1%	19 3.2%	Total: 364
Employee directories	74 3.0%	81 3.6%	96 4.7%	88 5.4%	63 5.3%	55 6.7%	46 7.9%	Total: 503
Forms and templates	570 23.1%	509 22.8%	324 15.8%	201 12.4%	100 9.4%	67 8.2%	25 4.3%	Total: 1796
Guides and manuals	447 18.1%	424 19.0%	267 13.1%	148 9.1%	66 5.6%	41 5.0%	22 3.8%	Total: 1415
Initiatives and/or programs	18 0.7%	57 2.6%	83 4.1%	79 4.9%	64 5.4%	60 7.4%	17 2.9%	Total: 378
NewsRoom (Government of Canada)	15 0.6%	33 1.5%	32 1.6%	36 2.2%	36 3.0%	26 3.2%	23 3.9%	Total: 201
Occupational health and safety	7 0.3%	14 0.6%	26 1.3%	34 2.1%	30 2.5%	24 2.9%	16 2.7%	Total: 151
Policies and procedures	203 8.2%	272 12.2%	284 13.9%	193 11.9%	117 9.8%	45 5.5%	22 3.8%	Total: 1136
Publications	30 1.2%	54 2.4%	84 4.1%	91 5.6%	92 7.7%	58 7.1%	47 8.0%	Total: 456
Toolkits	107 4.3%	151 6.8%	188 9.2%	187 11.5%	126 10.6%	85 10.4%	41 7.0%	Total: 885
Photo galleries	15 0.6%	17 0.8%	45 2.2%	52 3.2%	35 2.9%	40 4.9%	58 9.9%	Total: 262
Videos	21 0.8%	40 1.8%	39 1.9%	31 1.9%	48 4.0%	34 4.2%	40 6.8%	Total: 253
Other, please specify:	111 4.5%	19 0.9%	14 0.7%	7 0.4%	5 0.4%	6 0.7%	18 3.1%	Total: 180